United Nations E/C.16/2013/5

Economic and Social Council

Distr.: General
28 January 2013

Original: English

Committee of Experts on Public Administration
Twelfth session
New York, 15-19 April 2013
Item 4 of the provisional agenda*
Review of the United Nations Programme in Public Administration

Review of the United Nations Programme in Public Administration

Report of the Secretariat

Summary

The present report highlights the major activities undertaken by the Secretariat in 2012 under the United Nations Programme in Public Administration and Finance. It also sets out the scope of activities for the period 2014-2015. The Committee of Experts on Public Administration is invited to review and provide feedback to the Secretariat on those activities, which are intended to assist national and local governments in addressing their current public governance and administration challenges as well as the emerging issues in a globalized world.

* E/C.16/2013/1.

13-21987 (E) 140213

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I. Introduction

1. The Division for Public Administration and Development Management of the Department of Economic and Social Affairs is the principal entity within the Secretariat mandated to implement the United Nations Programme in Public Administration and Finance. It assists the Member States of the United Nations in fostering efficient, effective, inclusive, transparent, accountable, clean and citizen-centred public governance, administration and services through innovation and technology to achieve the internationally agreed development goals, including the Millennium Development Goals.

2. The present report highlights the major activities undertaken by the Secretariat in 2012 under the Programme for review by the Committee of Experts on Public Administration.

3. The report also sets out the scope of activities to be implemented for the period 2014-2015. The Committee is requested to review and provide feedback to the Secretariat on these activities, which are intended to assist Governments in addressing their current public governance and administration challenges and the emerging issues in a globalized world.

II. Major activities in 2012

4. The activities of the United Nations Secretariat in the area of public administration are implemented under subprogramme 8, Public administration and development management, of section 9, Economic and social affairs, of the United Nations programme budget, by the Division for Public Administration and Development Management, with particular regard to the needs of Member States that have requested assistance and of developing countries, especially the least developed, post-conflict or post-crisis countries, and countries with economies in transition. A summary of the major activities implemented in 2012 is provided below.

A. Servicing of intergovernmental and expert bodies

General Assembly and Economic and Social Council

5. The mandates of the Division are defined by resolutions and decisions adopted by the General Assembly and the Economic and Social Council, inter alia, those pertaining to public administration, information and communications technologies for development and further implementation of the outcomes of the World Summit on the Information Society and Millennium Summit (Economic and Social Council resolutions 2012/28 and 2012/5 and General Assembly resolution 65/1, respectively).

6. In its resolution 67/195 on information and communications technologies for development, the General Assembly acknowledged the positive trends in global information and communications technologies (ICTs) and new services and applications, including e-government. In addition, it also stressed the important role of Governments in the design of their national public policies and in the provision of public services responsive to national needs and priorities through, inter alia, the

effective use of ICTs, including on the basis of a multi-stakeholder approach, to support national development efforts. It also recognized the importance of the Internet Governance Forum as a forum for multi-stakeholder dialogue on various matters, including public policy issues related to key elements of Internet governance and its role in building partnerships among different stakeholders, including through national and regional initiatives. In the same resolution, the Assembly took note of the report of the Working Group on Improvements to the Internet Governance Forum, and requested the Secretary-General to submit, as part of his annual reporting, information on the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society, particularly on enhancing participation from developing countries.

7. In the outcome document of the High-level Plenary Meeting of the General Assembly on the Millennium Development Goals, world leaders requested the Secretary-General to make recommendations to advance the United Nations development agenda beyond 2015 (General Assembly resolution 65/1, para. 81). With this in mind, in 2012 the Division has been serving as a focal point as part of the United Nations task team on governance issues in the preparation process of the post-2015 development framework.

Committee of Experts on Public Administration

8. The Division provided substantive and administrative services to the Committee of Experts on Public Administration at its eleventh session, which was held at United Nations Headquarters from 16 to 20 April 2012. The main theme of the meeting was "Local public governance and administration for results". In the context of results-based governance, the subthemes covered during the session were: (a) intergovernmental governance and regimes; (b) public service capacity-building for local-level development; and (c) transparency, accountability and citizens' engagement (see www.unpan.org/cepa).

9. As a result, the Economic and Social Council adopted resolution 2012/28, as proposed by the Committee, which, among others, reaffirmed that good governance and the rule of law at the national and international levels are essential for sustained, inclusive and equitable economic growth, sustainable development and the eradication of poverty and hunger; and invited the Committee to study the effect of specific practices in responsive and inclusive public governance on development, bearing in mind the need to promote high standards of public sector integrity, transparency, accountability, efficiency and effectiveness, at the national and local levels, promote equal access to public services and provide opportunities for all people to participate in the conduct of public affairs, with a view to assisting the process of preparing for deliberations on a post-2015 development agenda.

B. Analytical research

United Nations public administration country studies

10. In further support of the efforts of Member States to improve performance in public administration, development management and e-governance, the Division continues working on the development of the United Nations public administration country studies to underpin the importance of public sector reform initiatives. The United Nations public administration country studies serve to assist Governments in

making evidence-based decisions by providing country data and global views on conventional and emerging topics related to governance and public administration, thereby assisting countries in fostering efficient, effective, transparent, accountable, clean and citizen-centred public governance and administration for the accelerated achievement of the Millennium Development Goals and the internationally agreed development agenda.

11. In 2012, the Division commenced on the substantive work of United Nations public administration country studies after a prolonged period of staff training and technical development of the online platform, particularly in the following thematic areas as the first phase of development:

(a) Codes of conduct, ethics or equivalents at the national level;

(b) National strategies and policies on e-government;

(c) Chief information officers or equivalents at the national level;

(d) e-government development index and e-participation index;

(e) Legal framework and institutions on citizen engagement in public affairs;

(f) Open government data management to ensure transparency and accountability.

United Nations e-Government Survey

12. The flagship publication of the Division is the *United Nations e-Government Survey*, which assesses all 193 Member States with respect to their e-government development and the extent of e-participation (see www.unpan.org/e-government). The reports of the past surveys provided time-series data and an analysis of trends in e-government readiness and development across regions and at the country level, and have become the global benchmark for measuring e-government development.

13. The *United Nations e-Government Survey 2012: e-Government for the People* was launched in early 2012. The sixth in the series, the Survey sheds light on the global state of e-government development and provides options on how best to move forward. While continuing to provide the United Nations e-government development rankings for 2012, the 2012 Survey was prepared in a context of multiple challenges of promoting an open, responsive and collaborative government for the people. The Survey finds that many Member States have put in place e-government initiatives and information and communications technologies applications to further enhance public sector efficiencies and streamline governance systems. Among leading e-government countries, innovative technology solutions have gained special recognition as a means of integrating public services in support of sustainable development.

14. The overall conclusion that emerged from the 2012 Survey is that in today's economic climate, it is important to continue to enhance public service delivery by increasingly thinking in terms of e-government. Greater emphasis needs to be placed on linkages among and within institutions to create synergy for inclusive sustainable development. An important aspect of this approach is to widen the scope of ICT applications in the public sector in order to transform government processes and institutions into a cohesive, coordinated, and integrated structure that underpins national and local sustainable development objectives.

15. The report argued that increasing usage can help to reduce the e-service usage divide within countries and foster socially inclusive development, while open data presents opportunities for citizens to freely use, re-use and integrate various sustainable development-related datasets.

16. The Division, in partnership with the Economic Commission for Africa (ECA), the International Telecommunication Union (ITU) and the Economic Commission for Latin America and the Caribbean (ECLAC) published "Measuring ICT for development", which was submitted to the United Nations Statistical Commission at its forty-third session in March 2012 and included a list of globally comparative e-government core indicators. The Commission fully endorsed the set of the indicators and requested that the review of the indicators, in the light of rapid technological advances and widespread use of ICT, be continued.

17. In 2012, several references were made to the Survey through the international publications of institutions, including the Economist Intelligence Unit, the World Economic Forum, the World Bank, the Organization for Economic Cooperation and Development, and the global management and strategy consulting firm Booz & Company.

Expert group meetings

18. In 2012, the Division conducted three expert group meetings to expound on new developments and emerging trends in governance and public administration. The meetings provided forums at which expert knowledge and experience were mobilized to identify critical issues, and the consensus on policy options began to be forged. The three reports on the expert group meetings are entitled: (a) "Preventing corruption in public administration: citizen engagement for improved transparency and accountability"; (b) "Citizen engagement and the post-2015 development agenda"; and (c) "United Nations e-Government Survey 2014: e-Government as an enabler for collaborative governance".

19. During an expert group meeting on the theme "Preventing corruption in public administration: citizen engagement for improved transparency and accountability", the causes and consequences of corruption in public sector institutions and its impact on development as well as the effectiveness of public sector institutional arrangements for preventing corruption and engaging citizens in anti-corruption initiatives were discussed. The meeting was held from 25 to 28 June 2012.

20. An expert group meeting on the theme "Citizen engagement and the post-2015 development agenda", in collaboration with the Economic and Social Commission for Western Asia (ESCWA) was held on 3 and 4 December 2012. The participants discussed the imperatives for and challenges to engaging citizens in public administration and governance, drawing from expertise and notable cases of citizen engagement globally.

21. An expert group meeting on the topic "United Nations e-Government Survey 2014: e-Government as an enabler for collaborative governance", was held on 4 and 5 December 2012. The meeting provided a platform for experts to exchange views on emerging issues and trends and to formulate recommendations for assessing progress in the six thematic areas of the Survey, namely: (a) whole-of-government approaches; (b) e-participation; (c) expanding usage; (d) bridging the digital

divide/vulnerable groups; (e) open government data; and (f) multichannel service delivery.

C. Knowledge-sharing and training

22. The United Nations Public Administration Network (www.unpan.org) is an online network of 28 relevant international and regional institutions and United Nations system agencies. In 2012, the Network served as the de facto global network and portal for public administration and governance. From 2011 to 2012, there was an increase of 16.5 per cent on content downloads through the Network.

23. The UNPAN Online Training Centre delivers capacity-building courses on various public administration topics (see www.unpan.org/elearning). In 2012, the Centre delivered, free of charge, 36 online courses covering various topics on electronic and mobile government, institution and human resources management in public administration, knowledge management in government and the Millennium Development Goals. The courses are aimed at practitioners, including community leaders, responsible for the formulation and implementation of development policies and programmes, and scholars and students of public administration.

24. In 2012, the Centre added a new course entitled "Strategic intelligence". The course covers topics in intelligent research networks and next-generation knowledge management, the importance of transferring information from one generation to the next, pillars of knowledge retention, and trends in social networking. The course was developed in collaboration with the Graduate School of Management and Technology, University of Maryland.

25. During 2012, the Centre's interactive courses were delivered to 719 participants from around the world. The most popular course was on principles of e-government, followed by courses on human resources managers' capacity-development, and knowledge management in government organizations.

26. The Measurement and Evaluation Tool for e-Government Readiness (METER) is a ready-to-use interactive web-based tool aiming to assist governments to monitor and identify areas for further development within the national e-government environment. A sixth pillar on marketing has been added as a result of inputs from the Member States. In addition, the content of METER has been translated into French and Spanish and is pending technical implementation, in cooperation with IBM. Saudi Arabia became the latest Member State to undertake the METER workshop and obtain a better understanding of the strengths and challenges that exist in e-government. Currently in its version 2.5, METER has been used by officials from many countries in assessing areas for further e-government development, including Bahrain, Brunei Darussalam, Iraq, Morocco, Qatar, Saudi Arabia and Singapore. A version 3.0 is planned for 2013 with a seventh pillar on Web 2.0 and social networking.

27. The Reconstructing Public Administration after Conflict toolkit was prepared in consultation with members of the Committee of Experts on Public Administration to provide policymakers, practitioners and experts at the national and international levels with a tool that can guide the reconstruction of public administration after conflict from a process-oriented and long-term perspective. The toolkit is currently

being used as the basis for online training courses on reconstructing public administration after conflict.

28. The Division is developing an open government data toolkit, which is a part of online government services and an important initiative to strengthen participatory governance. The toolkit is designed as a practical and easy-to-follow guideline for policymakers and technologists to understand, design, implement and sustain open government data initiatives, especially to address the needs and constraints of developing countries. It contains the core principles of openness, best practices and case studies, checklists, step-by-step guidelines and practical policy recommendations.

29. Volume IV of the *Compendium of Innovative E-government Practices* was published in 2012. This publication contains a compilation of case studies of innovative e-government solutions, services and applications with elements of transferability and adaptability. The cases of all volumes are available and searchable through the online database established within the United Nations Public Administration Network.

30. The *Compendium of ICT Applications on Electronic Government Volume III* was also published in 2012. This volume focuses on m-technology software products and applications in the areas of citizen engagement that are being used in both developed and developing countries. All the cases are available in the e-library of the Division (www.unpan.org/publications).

- **Capacity-building workshops**

31. A capacity-building workshop entitled "Future government: a global perspective in connection to open government data and citizen engagement", organized by the Division and the ITU, was held in Switzerland in May 2012. The workshop focused on capacity-building on strengthening policy and programme formulation and implementation and the evaluation of open government data initiatives. It also facilitated an understanding of the value created for governments, citizens, civil society, and the business community by opening government data.

32. In conjunction with the United Nations Public Service Awards in June 2012, four parallel capacity-development workshops were held, at which experts presented in the areas of: (a) institutions and leadership capacities to engage citizens in service delivery; (b) preventing corruption in public administration: citizen engagement for improved transparency and accountability; (c) e-government: from policy to practice; and (d) the dividends of women in the frontline of service delivery (in collaboration with the United Nations Entity on Gender Equality and the Empowerment of Women (UN-Women)). The outcomes of the workshops informed a ministerial round table and intergenerational dialogue of concrete recommendations on how to improve on public service delivery through collaborative government approaches.

33. The Division and the Government of Mexico organized a high-level panel during the 2012 International Congress of International Institute of Administrative Sciences, in June. The panel, which included recognized universities and members of the Committee of Experts on Public Administration, focused on the role of public administration in the development and implementation of the Millennium Development Goals through social policies.

34. A capacity-building workshop, entitled "Next stage in open government data: using data for transparency, accountability and collaboration", was held in South Africa in October 2012. The workshop aimed to build capacities on open data, especially in creating an open data ecosystem, sustaining community engagement, communication and feedback with stakeholders.

35. The Division jointly organized a capacity-development workshop on the theme "Harnessing diversity in the African public services: exploring policies and strategies to enhance inclusion and performance" with the United Nations Development Programme (UNDP) Regional Bureau for Africa, ECA and the Africa Public Sector Human Resources Managers' Network in Botswana in October 2012. It provided an opportunity for public service managers in Africa to discuss the effective management of diversity and inclusion so as to improve the performance of public service in Africa as well as to contribute its discussion to the Eighth African Governance Forum, with the theme "Democracy, elections and the management of diversity in Africa."

36. A capacity-development workshop for human resource managers in Africa was conducted in collaboration with the African Association for Public Administration and Management and the Africa Public Sector Human Resources Managers' Network on the theme "Strengthening human resource managers' capacities in Africa's public service for effective performance management and service delivery". It took place in Zanzibar, United Republic of Tanzania, in November 2012. Participants called upon countries to consider the implementation of performance management as a key driver for reform in the public sector towards realizing development goals, including the Millennium Development Goals.

37. A capacity-building workshop entitled "Citizen engagement and the post-2015 development agenda" was held in Lebanon in December 2012. It was co-organized with ESCWA and brought together 35 local senior government officials from the Middle East and North Africa region, representatives of economic and social councils, officials from international and civil society organizations, including the private sector, research institutions, youth and women organizations and other development stakeholders having significant direct experience or deep knowledge on the engagement of citizens in the region. The ESCWA Emerging and Conflict Related Issues Division requested the continued collaboration of the Division for Public Administration and Development Management in providing analytical and technical expertise to countries in the Arab region to support their institutional and governance reform efforts.

D. Advocacy and partnership-building

38. One of the core focuses of the Division is to facilitate dialogue, improve the accessibility of information and knowledge-sharing, and promote partnership-building among international, regional and national institutions, including public, private, academic and non-profit organizations, through the United Nations Public Administration Network and the United Nations Public Service Awards and Public Service Day. Inter-branch and inter-agency collaboration was particularly encouraged to deliver integrated and cohesive activities, services and products through inter-branch teams and systematic planning and implementation mechanisms and by strengthening networks such as the United Nations Public

Administration Network and the cluster on governance and institution-building under the Executive Committee on Economic and Social Affairs.

39. ESCWA requested the Division's support to assist Member States in the region, especially in e-government readiness. Both ESCWA and the Division have agreed to develop close cooperation and collaboration.

40. The Division continued strengthening its partnership with international institutions and other stakeholders to develop a coherent e-government support mechanism, which includes: a partnership with the Government of Colombia for e-government development in Latin America, partnership with multilateral development banks for e-procurement; and a partnership with several universities to develop the United Nations e-Government Survey, as well as with Boston University to provide training for chief information officers and senior e-government officials. To date, Boston University has delivered four courses for chief information officers (two in Saudi Arabia and one each in Brunei Darussalam and Qatar). There are discussions in place now to offer a similar course in Bahrain.

41. The Caribbean Regional e-Government Strategy, developed by the Caribbean Centre for Development Administration in cooperation with the Division, has been approved by the Caribbean Heads of State. The Division will continue to work with all the stakeholders to strengthen cooperation for e-government development in the Caribbean region.

42. The Division collaborated with the New York University Wagner School of Public Service in a research project on citizen engagement for the oversight work of the parliaments of Ghana, India and South Africa. The research aims to explore how committees of parliament utilize formal mechanisms of civil engagement to monitor public service delivery and strengthen accountability on public spending.

43. The Division and the International Association of Schools and Institutes of Administration have been working together as an international task force on the theme "Strengthening public administration at local level for the achievement of the development agendas". Both organizations are carrying out regional research on the status of public administration in local government. The report on this research will be presented and discussed during the Commonwealth Local Governments Forum, to be held in Uganda in 2013, and again at the International Association of Schools and Institutes of Administration conference, including an input from the Forum.

United Nations Public Service Awards and Public Service Day

44. By its resolution 57/277, the General Assembly designated 23 June as the United Nations Public Service Day to celebrate the value and virtue of service to the community. In 2000, the Economic and Social Council established the United Nations Public Service Awards programme to promote better delivery of services by Governments (see www.unpan.org/unpsa). It is the most prestigious international recognition of excellence in public service. Through an annual competition, it rewards the creative achievements and contributions of public service institutions with respect to promoting a more effective and responsive public administration in countries worldwide. The United Nations Public Service Awards programme celebrated its tenth anniversary in 2012.

45. The 2012 United Nations Public Service Awards ceremony and forum on the theme "Innovation and citizen engagement for effective governance" was organized

by the Division, in partnership with UN-Women and the United Nations Office on Drugs and Crime. The ceremony and forum took place at United Nations Headquarters from 25 to 27 June 2012.

46. As part of the United Nations Public Service Awards ceremony, countries that performed well in the 2012 United Nations e-Government Survey rankings were also recognized. The United Nations e-Government Survey Special Award is based on findings from the 2012 Survey, and acknowledges recipients for: (a) establishing robust telecommunications infrastructure; (b) investing in the development of human capital and the usage of e-government facilities; (c) providing exceptional e-services; (d) and making e-content available on a continuous basis.

47. Nominations for the United Nations Public Service Awards increased by 58 per cent from 2011 to 2012, with more than 100 per cent growth since 2000. The participation of the Member States has also increased from 57 in 2011 to 73 in 2012, including 16 countries participating for the first time, almost doubling the participation rate from 2008.

48. At the United Nations Public Service Awards ministerial round table, citizen-centric governments, the potential of e-government to enhance the service delivery, the need to institutionalize gender-responsive delivery, the localization of public priorities and the need to improve public sector human resource capacity development to prevent corruption were highlighted as priority areas during the discussion.

49. Three capacity-building workshops were organized by the Division during the United Nations Public Service Awards on the following themes: (a) "Institutions and leadership capacities to engage citizens in service delivery"; (b) "Preventing corruption in public administration: citizen engagement for improved transparency and accountability"; and (c) "e-Government: from policy to practice".

50. In addition, the Division organized, together with UN-Women, a capacity-building workshop entitled "The dividends of women in the frontline of service delivery", with the aim of fostering greater understanding of the key factors for the success in promoting an effective, transparent, accountable, participatory and citizen-centric public administration through the discussion of key recommendations and policy options.

51. In total, 49 winners from Australia, Bahrain, Bosnia and Herzegovina, Brazil, Canada, the Dominican Republic, Egypt, Georgia, Grenada, India, Kenya, Lebanon, Malaysia, Mauritius, Mexico, Morocco, Oman, the Republic of Korea, Rwanda, Senegal, Singapore, Slovenia, South Africa, Spain, Switzerland, Thailand, Turkey, the United Arab Emirates and the United States of America received the awards. The event resulted in a better understanding of how government leadership can be more effective in pursuing the Millennium Development Goals, and in increased knowledge of innovative solutions to complex governance challenges.

Governance and institution-building cluster of the Executive Committee on Economic and Social Affairs

52. In 2012, the Division continued its action aimed at promoting collaboration among relevant United Nations entities as the lead focal point of the governance and institution-building cluster of the Executive Committee on Economic and Social Affairs. Cluster members have a shared commitment in strengthening governance

and institution-building, with the aim of assisting countries to formulate and implement public policies that ensure sustainability and local ownership for the achievement of the internationally agreed development agenda, including the Millennium Development Goals.

53. The cooperation among the cluster members includes the following:

(a) Knowledge-sharing through the United Nations Public Administration Network, including the interactive platform Public Administration Connect, for a community of civil servants and international development practitioners who are interested in public administration and development issues and approaches (Department of Economic and Social Affairs, ECLAC, ESCWA, Economic and Social Commission for Asia and the Pacific (ESCAP), Economic Commission for Europe (ECE) and United Nations University (UNU));

(b) Development and launch of an online course on strategic intelligence that was authored by Professor Jay Liebowitz, Orkand Endowed Chair in Management and Technology of the Graduate School of Management and Technology, University of Maryland University College, in collaboration with the Department of Economic and Social Affairs;

(c) Conducting training courses developed by the Department of Economic and Social Affairs on e-government (Department of Economic and Social Affairs, United Nations Institute for Training and Research), and rebuilding of public administration in post-conflict countries (Department of Economic and Social Affairs, United Nations Project Office on Governance);

(d) E-government development in the Asia-Pacific region through the building of a knowledge base (Department of Economic and Social Affairs, ESCAP, UNU);

(e) A capacity-development workshop on the theme "Citizen engagement and the post-2015 development agenda", in Beirut (Department of Economic and Social Affairs, ESCWA);

(f) Implementation of three action lines of the Tunis Agenda (World Summit on the Information Society): action lines C1, C7 on e-government, and C11 (Department of Economic and Social Affairs, United Nations Conference on Trade and Development, United Nations Educational, Scientific and Cultural Organization, ITU);

(g) Capacity development through projects such as the improvement of human resources management in the public sector in the Africa region and other country-specific projects in Chad, Djibouti, Mauritania, Mozambique and Togo (Department of Economic and Social Affairs, ECA, UNDP);

(h) Collaboration on the establishment and evaluation of a new category under the umbrella of the United Nations Public Service Awards, on promoting gender-responsive delivery of public services (Department of Economic and Social Affairs, UN-Women);

(i) Collaboration on the establishment and evaluation of a new category under the umbrella of the United Nations Public Service Awards, on preventing and combating corruption in the public service (Department of Economic and Social Affairs, United Nations Office on Drugs and Crime);

(j) A workshop on engaging citizens to enhance public service delivery and strengthening accountability, in cooperation with the United Nations Office on Drugs and Crime, to enhance participants' capacities for the analysis, design, implementation and evaluation of citizens' engagement processes for improved efficiency and accountability in public service delivery within the framework of the United Nations Convention against Corruption.

Facilitation of World Summit on the Information Society action lines C1, C7 on e-government and C11

54. The Department of Economic and Social Affairs, as the leading facilitator for action lines C1, C7 on e-government, and C11, the newly elected Vice-Chair of the United Nations Group on the Information Society, and the administrator of the Internet Governance Forum focused its efforts through the Division to ensure the comprehensive exchange of views, information and experiences to promote policy dialogue and advocacy for the implementation of the World Summit on the Information Society outcomes, by a variety of United Nations bodies, governmental and non-governmental stakeholders and partners through a number of modalities and initiatives.

Action line C1: the role of public governance authorities and all stakeholders in the promotion of information and communications technologies for development

55. The seventh facilitation meeting of action line C1 was held within the World Summit on the Information Society Forum 2012, as a joint meeting with action line C7, on e-government, and C11, on international and regional cooperation. The facilitation meeting served as an enabling platform of World Summit on the Information Society outcomes, for international and multidisciplinary stakeholders including public officials, academia, civil society and private sector stakeholders group of experts and national practitioners, to share their experiences and exchange practices, including the area of e-government.

56. A workshop on the theme "Future government: a global perspective in connection to open government data and citizen engagement" was organized by the Department of Economic and Social Affairs through the Division, in cooperation with ITU, in Geneva on 16 and 17 May 2012, during the 2012 World Summit on the Information Society Forum. The workshop sessions comprehensively covered the main global trends, policies, strategies, action plans and case studies on open government data for greater transparency and citizen engagement to promote effectiveness, efficiency and accountability in public management and to contribute to the implementation of the World Summit on the Information Society outcomes and the Millennium Development Goals at the international, regional and national levels.

Action line C7: e-government

57. In 2012, more than 15 advisory and technical missions were undertaken in 11 countries. The missions were initiated and took place to support Governments in implementing their respective e-strategies that dealt with e-content, citizen-engagement, online services, e-participation, infrastructure development, e-government policies and guidelines, thus bridging the digital divide and institutional frameworks in the following countries: Bahrain, Brunei Darussalam,

Chad, Costa Rica, Ethiopia, Haiti, Morocco, Qatar, the Republic of Korea, Saudi Arabia and the United Arab Emirates. These advisory missions contributed to empowering the Member States to strengthen their respective strategies, policies, content development, citizen engagement, a better understanding of e-government, and the use of social networking tools, while building their capacities at the national and regional levels.

Action line C11: international and regional cooperation

Internet Governance Forum

58. In 2012, the Division continued to support the secretariat of the Internet Governance Forum to assist the multi-stakeholder community comprising experts and practitioners of Internet governance from Governments, the private sector, civil society and technical and academic groups, in analysing the challenges of Internet governance. The seventh annual meeting of the Internet Governance Forum was held in Baku, from 6 to 9 November 2012. Two open consultations and multi-stakeholder advisory group meetings were held to set the agenda and themes of the Baku meeting as well as continuous online interactions. The main theme for the meeting was "Internet governance for sustainable human, economic and social development". More than 1,600 delegates representing 128 different countries attended the forum, with over 3,600 unique remote visitors from 52 remote communication hubs. Workshops, best practice forums, dynamic coalition meetings and an open forum allowed participants to delve into both complicated and oftentimes controversial issues in an open and inclusive manner. The topics addressed ranged from issues related to cybersecurity and child protection online, the rise of social networks, the use of "big data" and various aspects of human rights as they relate to the Internet, among many others.

International Association of Supreme Auditing Institutions

59. The Division has been consulted by International Association of Supreme Auditing Institutions on the preparations for the twenty-second United Nations/International Association of Supreme Auditing Institutions Symposium, to be held in Vienna, from 5 to 7 March 2013, on the theme "Audit and counselling by supreme audit institutions: risks and opportunities, as well as possibilities for engaging citizens". In addition, the Under-Secretary-General for Economic and Social Affairs participated in the sixty-third meeting of the Governing Board of the Association in November 2012. He addressed how the collaboration between the United Nations and the Association could be revitalized to better serve the needs of the Member States, including involving citizens for greater public accountability.

E. Advisory services

60. The Division carries out technical cooperation activities in the form of advisory services and training activities on subjects falling within the mandate of the Division through its three branches. In 2012, the Division implemented a spectrum of advisory services in the field, especially in the areas of professionalism and management of human resources in the public sector (Benin, Morocco and Togo), e-government capacity development to devise policies, strategies, solutions and services (Bahrain, Brunei Darussalam, Haiti, Qatar, Saudi Arabia, and the

United Arab Emirates), citizen engagement including e-participation (Chad), and the use of ICTs to strengthen the parliamentary institutions particularly among African and Latin American countries. The Division provided 23 advisory services in 15 countries in 2012 (Bahrain, Benin, Brunei Darussalam, Chad, Costa Rica, Haiti, Morocco, Qatar, Rwanda, Saudi Arabia, Senegal, Togo, United Arab Emirates, United Republic of Tanzania, United States of America). It should be noted that the findings and recommendations of advisory missions and the outcomes of training activities, including their publications, feed into the normative and advocacy work of the Division and provide support to the intergovernmental dialogue of the Economic and Social Council and the Committee of Experts in Public Administration.

61. The budget of technical cooperation projects comes from the United Nations Regular Programme for Technical Cooperation, the United Nations Development Account, extrabudgetary sources such as UNDP and UNDP-administered funds, and numerous funds in trust, with contributions from donor countries, host Governments and other entities.

United Nations Project Office on Governance

62. The Division and the United Nations Project Office on Governance jointly organized a global forum on e-government, entitled "Smart e-government for a better future", in collaboration with the Ministry of Public Administration and Security and the Ministry of Knowledge Economy of the Republic of Korea in October 2012. The objectives of the workshop were to (a) increase knowledge of recent trends and challenges, and sharing of best practices and tools in e-government; (b) promote the role of the Office in promoting e-government in the Asia-Pacific region; (c) increase awareness of the United Nations regional commissions' aid strategies for e-government assistance in their respective regions; (d) raise awareness and promote the global network of chief information offices as a vehicle for sharing country experiences and developing intergovernmental and cross-sectoral cooperation mechanisms in designing and implementing ICT-enabled public services; and (e) adopt the Seoul Communiqué as a guide for requisite follow-up measures to enhance global e-government cooperation among the States Members of the United Nations.

63. In addition, the United Nations Project Office on Governance convened an expert group meeting on the role of e-government in promoting gender equality in the Asia-Pacific region, in Seoul in February 2012; a workshop on the theme "Leadership capacity development for improved delivery of public services in Africa using ICT", in Addis Ababa in July 2012; and a workshop on e-government development for officials of the Government of Afghanistan, held in Kazakhstan in December 2012. The Office also undertook an advisory mission to Almaty in August 2012 to assist the Government in elaborating a draft plan for "Information Kazakhstan 2020".

Global Centre for Information and Communications Technology in Parliament

64. In 2012, the Department of Economic and Social Affairs and the IPU continued to cooperate through the jointly established Global Centre for ICT in Parliament to strengthen the role of parliaments in advancing the Information

Society and to encourage the use of ICT in legislatures to promote transparency, openness and accountability.

65. In cooperation with International Federation of Library Associations and Institutions, the Centre organized training for librarians of Arab parliaments on the strategic management of ICTs in libraries. At a meeting hosted in August by the Parliament of Finland, the Handbook *Information and Communications Technology in Parliamentary Libraries* was officially launched. Several other publications, focusing on core areas of parliamentary work, were prepared during 2012 to provide guidance and references to parliaments on the application of ICTs: the Handbook *Technology Options for Capturing and Reporting Parliamentary Proceedings*, the Manual *Information and Communications Technology Strategic Planning in Parliament* and, with the leadership of IPU and the Association of Secretaries General of Parliaments, the *Social Media Guidelines for Parliaments*.

66. The Centre conducted 20 advisory missions in 2012 to different parliaments of the Caribbean and the Southern African Development Community to support ICT strategic planning exercises.

67. The Centre published the third edition of the *World e-Parliament Report 2012*,[1] which documents the efforts of legislatures to use ICT to support their constitutional functions. The findings of the *Report* are based on data received from 177 legislatures representing 126 countries that responded to the Global Survey on ICT in Parliament. The *Report* was launched at the World e-Parliament Conference 2012, hosted by the Chamber of Deputies of Italy in Rome, where almost 500 delegates from 120 parliamentary delegations exchanged views and practices on several policy and technical aspects related to openness and transparency through ICT. The high-level Board of the Centre met on this occasion and underlined in its final statement the key role played by the Centre within the parliamentary community.

68. The Centre coordinated its work with the activities of the Africa i-Parliaments Action Plan, the regional Division-led initiative that supports the development of high-quality and sustainable parliamentary information systems with the aim of fostering transparency and accountability, and supports democratic participation in African parliaments.

Support for the implementation of Africa i-Parliaments Action Plan

69. Two initiatives developed under the Africa i-Parliaments Action Plan include the Bungeni Parliamentary and Legislative Information System, an open source suite of applications for the drafting, managing, consolidating and publishing of legislative and other parliamentary documents; and the Akoma Ntoso, an Extensible Markup Language (XML) standard for parliamentary, legislative and judiciary documents. Another initiative involved the establishment and subsequent implementation of capacity-building activities of the Africa Parliamentary Knowledge Network.

[1] United Nations publication, Sales No. E.12.II.H.5.

III. Proposed activities for 2012-2013

70. During the biennium 2012-2013, the following final outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies:

(i) General Assembly:

a. Substantive servicing of meetings: General Assembly (6);

b. Parliamentary documentation: reports mandated by the resolutions of the sixty-seventh and sixty-eighth sessions of the General Assembly on public administration and development or related issues such as Internet governance and enhanced cooperation on public policies related to the Internet (through Economic and Social Council) (2);

(ii) Economic and Social Council:

a. Substantive servicing of meetings: Economic and Social Council (14);

b. Parliamentary documentation: reports on the eleventh and twelfth meetings of the Committee of Experts on Public Administration (2);

(iii) Committee of Experts on Public Administration:

a. Substantive servicing of meetings: eleventh and twelfth sessions of the Committee of Experts (8);

b. Parliamentary documentation: agenda and organization of work (2); analytical/working papers on selected issues (2); report on the programme in public administration, finance and development (2);

(iv) Ad hoc expert groups: country studies on public administration capacity and human resource development; e-government, including mobile government and knowledge management in government; development management, with particular emphasis on citizen engagement and the use of ICT; assessment and evaluation of a toolkit on reconstructing public administration after conflict; assessment and evaluation of the Measurement and Evaluation Tool for e-government Readiness (METER); assessment and evaluation of a toolkit on crisis management through citizen engagement;

(b) Other substantive activities:

(i) Recurrent publications: United Nations e-Government Survey; public sector analytical report on emerging issues; United Nations Public Service Awards report (2); compendium of best practices and innovation in public administration (2); compendium of innovative e-government practices; compendium of ICT applications for e-government;

(ii) Non-recurrent publications: country studies on public administration capacity and human resource development; e-government, including mobile government, e-governance and knowledge management in government; development management, with particular emphasis on citizen engagement and the use of ICT; assessment and evaluation of a toolkit on reconstructing public administration after conflict; assessment and evaluation of METER;

assessment and evaluation of a toolkit on crisis-management through citizen engagement;

(iii) Special events: support to regional ministerial meetings on emerging trends in the public sector, including collaboration with the regional commissions and United Nations system agencies (2); provision of substantive and administrative support for the United Nations Public Service Awards to facilitate the evaluation process, which is a year-round process (2); provision of substantive and organizational support for the observance of United Nations Public Service Day (2);

(iv) Substantive servicing of inter-agency meetings: support to global and regional technical meetings organized by partner institutions (8);

(v) Technical material (regular budget and extrabudgetary): United Nations Publication Administration Network (online portal); United Nations public administration country studies (previously known as public administration country profiles) (online portal); United Nations newsletter (online portal) (8); governance world watch (online portal) (24); United Nations global e-government readiness knowledge base (online database); global governance inventory (online database); ethics, transparency and accountability (website); global alliance for information and communications technology and development (website); Internet governance forum (website); online database on economic and social councils; United Nations Public Service Awards past initiatives (online database); Global Centre for ICT in Parliament (website); United Nations Project Office on Governance (website); knowledge base of innovative e-government practices (online database); knowledge base of ICT applications for public service (online database); United Nations Programme in Public Administration and Development (website);

(vi) Audio-visual resources: online training courses (4);

(c) Technical cooperation:

(i) Advisory services: needs assessment and diagnostic missions related to the substantive expertise of the subprogramme in the areas of public administration and finance and socioeconomic governance (30); guidelines, manuals and training materials for application to the public sector resulting from requests for training assistance from developing countries and countries with economies in transition (4); training seminars, workshops and policy dialogues at the request of developing countries and countries with economies in transition in the areas of public policy and public economics, public administration, finance and socioeconomic governance, with particular emphasis on initiatives fostering South-South cooperation and innovation in public administration (8);

(ii) Field projects (some in partnership with UNDP and other operational entities) aimed at strengthening the institutional and management capacity of interested developing countries and countries with economies in transition in the areas of public administration and finance and socioeconomic governance (30).